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**COUNTRY
SKILLS
PROFILE
REPORT**



ITALY



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EXECUTIVE SUMMARY

This executive summary is a sum up of focus group analysis conducted to understand the digital, socio-cultural, and environmental/green skills development in the tourism industry.

Key findings from the focus group Italy

Digital skills

Italy is still below the EU average in basic digital skills (45.8% compared to 55.6%) and has recorded a slight decline in IT specialists who remain few and with low

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female representation. However, the country has made significant progress in digital infrastructure and public digital services, while maintaining a leading role in strategic technologies such as AI, quantum technologies, and semiconductors.

Through national strategies such as Italia Digitale 2026, the National Digital Skills Strategy, and the National AI Strategy, integrated into the NRRP, Italy aims to accelerate the achievement of European goals: reducing the digital divide, raising basic digital skills to 70% of the population, strengthening advanced digital skills, and increasing the number of ICT specialists by 2026.

Green skills

Italy faces a widening green skills gap, with projections showing that up to one in five green jobs could remain unfilled by 2030, due to a mismatch between education and labor market needs. While demand for sustainability-related roles is rapidly growing, especially for professionals with transversal ESG skills, companies struggle to find qualified candidates.

Through targeted training programs, curriculum reforms, public–private partnerships, and investments under the Recovery and Resilience Plan, Italy is working to develop green skills and create new green jobs, though significant challenges in implementation and capacity building remain.

Social skills

Soft skills training in Italy is mainly delivered by private training providers, which design tailored courses aligned with labor market needs, particularly in the tourism sector. Companies place strong emphasis on personal, social, and ethical skills to foster a positive work environment and adaptability to change.

Training focuses on key competencies such as communication, teamwork, time management, emotional intelligence, inclusion, decision-making, creative problem-solving, and a digital mindset—skills that, while not easily measurable, are essential for effective interaction, resilience, and professional growth.

INTRODUCTION

The Erasmus+ PANTOUR Project is a European partnership for improving a collaborative and productive relationship between education and industry. PANTOUR is the follow-up project of the NTG project (Next Tourism Generation Skills Alliance; 2018-2022). The PANTOUR project aims specifically at designing innovative solutions to address skills needs in tourism.

With the exploitation of its outputs, PANTOUR seeks to benefit job seekers, employed and unemployed workers from the tourism industry, employers, SMEs, sector associations and policy makers. Therefore, it has dedicated special attention to the reskilling and upskilling of the generic workforce on future skills needs. To be able to achieve this goal, research has been conducted in every country of the project consortium, to investigate the future of tourism, skills gaps between current levels of skills in the tourism industry and the future skills needed in the future.

As a start, up to date information is needed. This will be covered with this Country Skills Profile Report: a comprehensive document, covering one country that provides an in-depth analysis of the general tourism and skills landscape, gaps, needs and workforce capabilities within a particular country. It serves as a valuable resource for policymakers, government officials, employers/employees, and educational institutions to understand the current state of skills and make informed decisions regarding workforce development strategies.

The purpose of this Country Skills Profile Report is to provide on the basis a comprehensive overview of general information of each country in the PANTOUR consortium regarding tourism and tourism employment, i.e., tourism facts & figures and a summary of the current situation regarding the delivery of Digital, Green and Social Skills training provision for the main types of suppliers of education/training.

The original publication from 2024 consists of an online survey and results within each country in the PANTOUR consortium, held among tourism professionals, HR managers and decision makers as well as an inventory of Best Practices The document can be found in the PANTOUR publications.

The publication at hand, consists of updated information as well as results from focus groups held in late 2025 for tourism professionals offering an overview of contemporary developments in tourism, trends in tourism employability, and the existing gaps between current levels of skills in the tourism industry and the projected future skills needed.

1. GENERAL TOURISM CHARACTERISTICS, FACTS & FIGURES OF ITALY

1.1 TOURISM FACTS & FIGURES

Tourism globally

In 2024, Travel & Tourism's contribution to global GDP totalled US\$ 10.9 trillion. This includes direct, indirect, and induced impacts of the sector. As a share, Travel & Tourism represented 10% of the global economy, equivalent to 357m. Travel & Tourism is also an important source of employment. In 2024, the sector supported a total of 357 million jobs globally, which is approximately 1 in 10 jobs equivalent to 11.6%. Domestic visitors spent US\$ 5.3 trillion, growing 5.4% over the 2023 level. At the same time, spending by international visitors increased 11.6% annually to reach US\$ 1.9 trillion.

1.1.1 Contribution of travel & tourism to GDP in Italy

According to the press release of introduction of WTTC Global Summit of The Travel & Tourism held in Rome in September 2025, WTTC World Tourism Travel Council (2025, 24 July). *Italy Set to Break Tourism Records as Rome Prepares to Host WTTC's 25th Global Summit*. [Press release] tourism sector is a strong anchor in the Italian economy, expected to contribute more than 3MN jobs and over €223BN to the wealth of the nation in 2024.

Travel & Tourism represented 10% of the global economy in 2024. It is expected to contribute 16.5 trillion dollars to the global economy by 2035, representing 11.5 % of total global GDP.

The Travel and Tourism sector in Italy is preparing for a record year, with international visitor spending set to reach an all-time high of €60.4 billion in 2025, according to new data from the World Travel & Tourism Council (WTTC).

The Travel and Tourism sector is not just back: it is booming. After a strong recovery from the pandemic, Italy is on the rise, consolidating its position as the fourth most popular destination in Europe and a global powerhouse in wellness, luxury, culture and gastronomy.

According to the *WTTC's 2025 Italy Economic Impact Research (EIR)*, the sector is on track to support 3.2 million jobs in 2025 — 100,000 more than last year — and contribute €237.4 billion to the Italian economy, accounting for almost 11% of GDP. Domestic tourism remains strong, with spending expected to reach €124.6 billion. The resurgence of international visitors to Italy has been notably strong, also breaking previous records, with overseas spending increasing by 19% year-on-year to reach €51.4BN, highlighting Italy's appeal as a premier global destination.

Regarding 2024, according to WTTC (2024, May 2) *Travel & Tourism Injected €215BN into Italy's Economy* (based on WTTC's 2024 Italy Economic Impact Research EIR) [Press release] predicted Travel & Tourism will have contributed €223.1BN to the economy, reaffirming the sector's pivotal role as an economic powerhouse, accounting for almost 11% of the total economy.

Spending by international travellers is expected to continue breaking records in 2024 to reach €56.7BN, whilst domestic visitor spend is projected to reach €119BN.

The outlook for the next nine years, (WTTC 2025 b, July 24) is exceptionally bright, WTTC forecasts the sector will contribute €282.6BN to Italy's economy by 2035, 12.2% of GDP, and support 3.7MN jobs. International visitor spending is projected to reach €78BN, with domestic spending hitting €142.5BN.

This growing sector is also projected to continue being a major source of job creation, expected to provide employment for 3.56MN people nationwide, representing one in every seven workers. The forthcoming decade promises not just growth, but a transformative period for Travel & Tourism.

Italy is on the threshold of an era characterized by prosperity, innovation, and connectivity on an unprecedented scale, marking a golden age for the sector that is eagerly anticipated by both consumers and businesses alike.

1.1.2 Direct and total contribution of tourism to GDP in 10 years' time in Italy

To emphasise the importance of tourism as a sector of the Italian economy, the table below shows the percentage impact on the country's GDP from 2011 to 2025. A more or less steady growth trend until the Covid period, from which there has already been a significant recovery with a positive forecast for 2035.

Table 1) Percentages of direct and total GDP

Year	GDP Direct Contribution	GDP Total Contribution
2011	2,8%	9,1%
2012	4,1%	10,3%
2013	4,2%	10,3%
2014	4,1%	10,1%
2015	5,4%	11,8%
2016	3,1%	10,2%
2017	5,5%	13%
2018	5,6%	10,4%
2019	6%	13,1%
2020	3,9%	7%
2021	4,2%	9,4%
2022	4,5%	10,2%
2023	5,5%	10,5%
2024	6%	11%
2025	N/A	11%
2035	N/A	12,2%

(Sources: WTTC 2013,2014,2015,2016,2017,2018,2019, 2021, 2022, 2023, 2024,2025)

1.1.3 Size and relevance of the subsectors in Italy

Table 2) Companies relevance

Activities	Numbers of companies	Total
Hotels Bed & Breakfast, campsite, hostels	32.940 197.000	229.940
Thematic parks Museums	230+150 4.908	5.288
Travel agencies and Tour operator	7.100	7.100
DMO	185	185
Food beverages (restaurants, bar, catering and company canteen)	328.000	328.000

(Sources: Assoparchi, ENIT, Fipe ISTAT, Osservatorio dei Beni Culturali e delle Attività Turistiche della ABCOnlus)

1.1.4 Trips/Overnights stays of international versus national tourists

According to ISTAT (Italian national statistical institute) (2025) *Flussi Turistici IV trimestre 2024, Flussi Turistici III trimestre 2024*, in 2024, Italy recorded a record 458.4 million overnight stays, an increase of 2.5% compared to 2023, driven mainly by foreign tourists (54.6% of total overnight stays equal to 250,3 millions of overnights), the highest figure since 2011) who stayed longer, unlike Italians, who travelled less within their own country (-2.2% arrivals). Despite the decline in overall arrivals (-3.3%), this increase in overnight stays is due to the longer average length of stay per visitor.

In 2024, international tourists in Italy significantly outnumbered domestic tourists, driven by a post-pandemic recovery that saw international arrivals and nights spent increase, while domestic tourism declined. International visitors accounted for over half of the total nights spent, exceeding 250 million and showing a 6.8% increase from 2023, whereas domestic arrivals and nights spent both decreased.

International tourism was the primary driver of growth for the Italian tourism sector in 2024, with a strong recovery leading to a rise in international visitor numbers and spending. Conversely, domestic tourism faced challenges and a decline during the same period (ISTAT, 2025).

1.1.5 Share of different transportation modes (plane, car, train) in tourism

According to the updated data on tourist flows by mode published on the ISPRA Environmental Indicators, Ispra (2025) *Ambiente in Italia: uno sguardo d'insieme Annuario dei dati ambientali 2024* (pag. 83) the car was the dominant mode of transport for tourism in Italy, used by both Italians and foreigners, followed by air travel, while train usage remained relatively low.

For domestic tourists, the car was used by 69.5% of travelers, while for foreigners, it was used by 49.4% highlighting a continued high dependence on road transport. Air travel has seen a slight increase for foreigners, rising from 41.1% in 2019 to 47.0% in 2023. Train is the least used mode among the three, with a modest 11.2% share for domestic tourists and a marginal share for foreign tourists.

1.1.6 Arrivals of international versus national tourists

According to *UNWTO Barometer International tourism recovers pre-pandemic levels in 2024*, the world's largest destination region, saw 747 million international arrivals in 2024 (+1% above 2019 levels and 5% over 2023) supported by strong intraregional demand.

All European subregions surpassed pre-pandemic levels, except for Central and Eastern Europe where many destinations are still suffering from the lingering effects of the Russian aggression on Ukraine. Tourism in Italy is one of the largest economic sectors of the country, according to Banca d'Italia, (2025) *Tavole dati turismo* with 88 millions of international arrivals in 2024 with and without overnights out of 130 millions according to Demoskopika (2024, 2 October) *Turismo. Demoskopika, flussi in calo nel 2024*, [Press release].

1.1.7 Type of travel: business travel, consumers/leisure travel

According to Global Business Travel/Uvet, Business Travel Trend Dicembre 2024: *i viaggi d'affari chiudono l'anno in crescita in 2024* a total of 31.16 million business trips were recorded, marking a 3% increase compared to 2023. Of these, out of 72 million total trips in Italy, 22.9 million took place within the country, with a 4% increase in travel to European destinations and a 3% decrease in travel to non-European destinations.

The 6% increase in the MICE segment (meetings and conferences, events and trade fairs) confirms the central role of meetings and conferences. However, despite the increase in the volume of trips, the average cost per trip fell by 2% to £708 (Global Business Travel/Uvet, Dec. 2024).

1.1.8 Company sizes

In Italy, the tourism sector is predominantly composed of micro, small, and medium-sized enterprises (SMEs).

Micro Enterprises:

According to *Sistema Informativo Excelsior and Ministero del Lavoro e delle Politiche Sociali Imprese del turismo I Fabbisogni professionali e formative, Indagine 2024*, in 2023 approximately 90% of businesses operating in the Italian tourism sector are micro-enterprises; furthermore, more than 3 out of 4 businesses (77.4%) report having no more than 5 employees.

Small businesses make up the remaining share (10.1%), while the presence of medium and large businesses appears to be limited (0.5%).

In summary, most tourism businesses in Italy are micro and small enterprises, with a smaller percentage being medium and large companies.

1.2 TRAVEL AND TOURISM'S CONTRIBUTION TO EMPLOYMENT

According to *WTTC Report Shows Travel & Tourism Set to Support 91MN New Jobs by 2035*, (2025, 30 Sept.) [Press release] in 2024, the sector supported a record 357MN jobs worldwide and is forecast to support 371MN jobs this year. Over the next decade, Travel & Tourism is projected to generate 91MN new roles, accounting for one in every three net new jobs created globally.

By 2035, global demand for workers in Travel & Tourism will outpace supply by more than 43MN people, leaving labor availability 16% below required levels. According to the report, the hospitality industry faces an expected gap of 8.6MN workers, around 18% below the staffing levels needed.

Low-skilled roles, which remain critical to the sector, will remain the most sought after, with a need of more than 20MN additional workers projected. Positions which rely heavily on human interaction, and services that cannot be easily automated, will remain in high demand.

1.3. DIRECT AND TOTAL CONTRIBUTION OF TOURISM TO EMPLOYMENT OF TOURISM IN 10 YEARS' TIME

According to the press release of introduction of WTTC Global Summit of The Travel & Tourism held in Rome in September 2025, WTTC World Tourism Travel Council (2025, 24 July). *Italy Set to Break Tourism Records as Rome Prepares to Host WTTC's*

25th Global Summit. [Press release] the World Travel & Tourism Council (WTTC) forecasts that Italy's Travel & Tourism sector will create a record-breaking year in 2025, with employment growing to 3.2 million jobs, which is 100,000 more than in 2024, a GDP contribution rising to €237.4 billion, and international visitor spending exceeding €60 billion.

By 2035, the sector is projected to support 3.7 million jobs. According to WTTC (2022, May 26) *Italy's Travel & Tourism Could Reach Pre-Pandemic Levels Next Year, Reveals WTTC Report* [Press Release] the sector is expected to create over 533,000 new jobs by 2032, averaging more than 53,000 new jobs per year.

This will represent one in every seven workers in Italy, increasing its role as a major job creator.

1.4. MAIN FOCUS POINTS OF NATIONAL STRATEGY FOR TOURISM

The National Strategic Plan for Tourism 2023-2027 was presented in July 2023 by the Ministry of Tourism and is based on five fundamental pillars: shared governance, innovation and digitalisation, quality and inclusion, professional training and sustainability. The main objectives include innovation in supply, increased competitiveness, effective marketing and efficient governance, with a particular focus on post-pandemic recovery and the promotion of Italian territories.

Strategic pillars:

Governance: Strengthening collaboration between the State, Regions, businesses and categories for more effective planning.

Innovation and Digitalisation: Promoting technological innovation in the tourism sector, including through the Tourism Digital Hub, the multi-channel web platform for managing the national tourism offering.

Quality and Inclusion: Improving the quality of services and ensuring more accessible and inclusive tourism for all.

Training and Professional Careers: Investing in the training of specialised professionals to meet the needs of the sector and promote youth employment.

Sustainability and Territorial Development: Promote environmentally and economically sustainable tourism, with a particular focus on the development of marginal areas and the enhancement of experiences such as slow tourism and walking trails.

General objective: Innovate, specialise and integrate the national tourism offering. Increase the competitiveness of the Italian tourism system. Develop more effective and innovative marketing activities. Achieve efficient and participatory governance.

The Plan is aligned with the economic measures of the PNRR (National Recovery and Resilience Plan).

Attention is focused on specific market segments, such as heritage tourism, which focuses on the links between the descendants of Italian emigrants and their country of origin.

The aim is to support economic growth and employment in the sector.

1.5 COUNTRY-SPECIFIC CHALLENGES AND DEVELOPMENTS IN TOURISM

According still to Italian Strategic Plan for Tourism 2023-2027, Italy needs to adopt a new paradigm for Tourism, capable of responding to the great transitions. A model based on quality and sustainability, which considers external factors – such as geopolitics, international economic dynamics and climate change – capable of

redrawing the maps of global tourism. In particular, the South, but with-it Italy, can focus on strong themes to support inclusive growth. The new development model is based on five strategic levers, the «5 Ds» of contemporary tourism: Diversification, Delocalization, Deseasonalization, Digitization, Entrepreneurial Dimension. Investing in these strategic levers, based on quality, sustainability and accessibility, can build a more competitive, attractive and resource-aware Italy.

Education and training for tourism in Italy

The tourism experience is provided through personal interaction. The availability of staff with specific skills and competencies for each product and tourism experience is vital. Tourism managers and employees must be able to adapt to technological requirements, have language skills, and have the flexibility to respond to quickly changing demands from clients. To maximise the potential of tourism over the long term, it is critical for Italy to develop and improve its education and training offer in the field of tourism in a way that will explicitly meet the needs of the Italian tourism industry stakeholders.

At present, there is both a quality and a quantity gap in the education and training available in Italy. Despite the fact that the number of tourism university courses has rapidly increased in recent years, the number of students has declined. The demand for higher education skills from the sector is also very weak, with the orientation of the courses not sufficiently market-oriented, and tourism businesses not playing an active role in the definition of content or course development. There is a need to enhance the transfer of knowledge from the education sector to the industry and develop an integrated approach closely associating the regions, the private sector, and the education and training organisations.

2. CURRENT SKILLS TRAINING DELIVERY IN ITALY

In this chapter, you will find an overview of the training delivery of digital, green and social skills sets in ITALY. This is conducted by collecting and analysing data from country sources and summarising these.

Institutions and organisations involved in training/ Types of training programs

In Italy, tourism training starts from high school with two different training offers:

Technical Institute (“economic” sector; “tourism” address/specialization which issues the technical education diploma;

Professional Institute (sector "services"; address/specialization “services for food and wine and hotel hospitality”) which issues the professional education diploma, which includes three divisions: food and wine, dining and sales services and tourist reception.

The higher technological education system established by the new law lays the foundations for expanding the professional training of technicians with high technological and professional technical skills, with the aim of systematically contributing to supporting measures for the economic development and competitiveness of the production system, progressively filling the mismatch

Training delivers the expression of a strategy based on the connection of education, training and work policies with industrial policies.

between job supply and demand, which conditions the development of businesses, especially small and medium-sized ones, and ensuring, with continuity, the supply of superior technicians at post-secondary level in relation to technological areas considered strategic in the context of industrial and technological development and ecological reconversion policies.

They are schools of excellence with high post-diploma technological specialisation which allow you to obtain the title of higher technician. They are the expression of a strategy based on the connection of education, training and work policies with industrial policies.

Bilateral Bodies

The definition of bilateral body is contained in Legislative Decree 276/2003, relating to the implementation of delegations regarding employment and the labour market according to which bilateral bodies are bodies established on the initiative of one or more comparatively more representative associations of employers and workers, as privileged forums for the regulation of the labour market through:

- the promotion of regular and quality employment; intermediation in the meeting between job supply and demand;
- the planning of training activities and the determination of methods of implementing professional training in the company;
- the promotion of good practices against discrimination and for the inclusion of the most disadvantaged subjects;
- the mutual management of funds for training and income integration;
- the certification of employment contracts and of regularity or adequacy of contributions;
- the development of actions relating to health and safety at work;
- any other activity or function assigned to them by law or by the relevant collective agreements.

The areas of intervention are multiple: labour market and professional and continuous training; regularity of contributions, certification of employment

contracts, health and safety; income support and assistance and supplementary pensions. One of the most practical tasks of the bilateral body is that of training: the employer can therefore take advantage of the collaboration of the bilateral body to provide training to its workers, also for example on health and safety in the workplace, which among other things it is configured as an obligation on the part of the employer towards his workers.

Employment Agencies

Employment agencies are operators authorised by the Ministry of Labour, registered in a specific register, which play an intermediary role between companies and candidates, thus encouraging the matching of job supply and demand through a wide range of integrated and totally free training offers for the workers.

National Joint Interprofessional Funds

The National Joint Interprofessional Funds for Continuing Training are the main financing instrument for corporate training in Italy.

The Interprofessional Funds promote access to training, through the reduction or elimination of company costs; support the qualification of workers' skills, with greater guarantees of employability; promote the growth and competitiveness of businesses and the country system.

The Interprofessional Funds are associations promoted by the main employers' and trade union organisations and finance training activities suited to the needs of employed workers and the market context of companies.

The founding law (n. 388 / 2000) establishes that they are fueled by the payment of 0.30% of the salaries subject to the INPS contribution obligation, as "insurance against involuntary unemployment". Italian companies can freely join without additional costs to one of the 19 Funds currently active, and - at any time - renounce membership or change Fund, also transferring (under certain conditions) the sums set aside and not spent in the Fund of origin.

Continuing professional training on the job

Classroom training is a useful tool for acquiring a series of basic and professional knowledge, but much less for acquiring a specific "know-how", which very often is identified with that specific ability to carry out tasks, the "know-how". do" things. All this must be acquired in the field, through concrete training experiences necessary to test oneself and verify, integrate and rework what has been learned in the classroom. This is called "learning on the job", that is, learning by working.

The tools institutionally appointed to carry out this function are "stages" and internships. The "stage" or internship represents an orientation and training experience in a workplace, of limited duration, aimed at facilitating professional choices through the growth of knowledge and skills acquired in a working context. They are not a contractual employment relationship. They serve to get to know the business and professional system "first-hand", to encourage work experience to be presented as training credit and to "make yourself known" by potential employers.

These activities are usually valued as real work time. Less known, but no less qualifying, is the apprenticeship which gives the possibility of acquiring a specific professionalism directly within a company. Apprenticeship is characterized by the alternation of working moments and training moments outside the company.

Difference between stages and internship

The stage is a practical training experience that allows students and recent graduates to gain experience in the workplace. It is often carried out during or immediately after a course of study and has a strong orientation function. It allows you to:

- observe how a company works from the inside;
- apply the theoretical knowledge you have learned during your studies;
- develop transferable skills such as teamwork and problem solving;
- better understand which role or sector is most in line with your aspirations.

Due to its exploratory nature, internships are very popular among young people entering the job market for the first time.

An internship is a more structured training programme aimed at helping people enter or re-enter the job market. It involves the creation of an individual training plan with clear objectives and the presence of one or more tutors who accompany the intern throughout the experience. Compared to a stage, an internship:

- follows more precise rules in terms of duration;
- is governed by regional regulations;
- is often linked to active labour policies;
- has a stronger focus on employability.

For this reason, apprenticeships are often used by people who have already completed their studies and wish to acquire specific skills or retrain.

Stage

The stage is the phase foreseen within a professional training course consisting of spending a certain period of time within a working environment in order to directly exercise a specific professional role before entering the actual job.

During the stage the student has the opportunity to test himself in a real working context, to deal with multiple interlocutors, superiors and colleagues, to guide his professional choices, but above all to acquire certified practical experience that will enrich his CV. In addition to this, the internship is also useful for the host organisation as it allows you to meet potential collaborators to include in its staff in the future.

The stage takes place on the basis of an agreement stipulated between the training institution and the host entity and according to the tasks set in the training project.

The stager must comply with what is agreed in the agreement, must respect the disciplinary regulations, organisational, safety and hygiene regulations at work.

Internship

The internship (tirocinio) is a training and orientation experience, an opportunity for temporary entry into the world of work carried out in public and private companies. The internship does not include an employment contract, is aimed at acquiring practical experience, the professional and personal growth of the intern and is part of a personalised training or job search project. Through direct knowledge of the working context, the internship allows mutual socialisation between the world of work and people engaged in educational-training or job-seeking processes, contributes to the acquisition of new skills and promotes the insertion or reintegration into work of individuals in difficulty with respect to the job market. To activate an internship in public and private companies, simply contact one of the numerous promoting bodies.

Apprenticeship

Apprenticeship (apprendistato) is a "mixed cause" employment contract (in the sense that the purpose is not only the production of goods and services for the company, but also the learning of professional skills for the young apprentice). The main function of the apprenticeship is to become a bridge between school and work, an ideal step to enter the world of work with your head held high and with all your credentials. The idea behind this employment contract is learning in the company, that is, the possibility of learning a trade not at school, but directly alongside those who already work. The most important aspect of the new apprenticeship lies precisely in the guarantee of the training path, i.e. the idea of creating the conditions so that every working situation is also a learning space. For this reason, two important actions have been planned: the presence of a guardian in the company, and classroom training on transversal skills. The apprenticeship contract is aimed at young people aged between 16 and 24 (26 in the areas referred to in objective 2 of EEC regulation n.2081/93). The age limits are raised by 2 years for disabled people. The duration of the contract cannot be greater than that established for professional categories by national collective labour agreements. In any case not less than 18 months and not more than 4 years.

Government initiatives

The Ministry of Tourism presented the Tourism Strategic Plan 2023-2027 (Mi.Tur 2022), based on five pillars that in addition to professional tourism training includes governance, innovation, quality and inclusion, sustainability aimed at promoting the competitiveness of the sector.

- **Governance**

Development of a participatory process through the definition of a shared governance and monitoring model between the Regions, which have the necessary territorial knowledge, and the State, through the intervention of the Ministry, with the activation of coherent guidelines, aimed at removing the emerging critical elements of the various regional systems, making the sector cohesive and unitary. This is also in order to jointly identify strategic areas for the sector to be promoted.

- **Innovation**

Implementation of the digitalisation process of both internal and external services to strengthen digital tourism, which pursues the implementation of important projects (for example the Tourism DigitalHub, TDH), enabling the wide-ranging world of tourism, both public and private, exploiting the technological potential to offer innovative services to tourists, but also safe ones (privacy protection and IT security), favouring a personalised, sustainable and long-term "experience".

One of the plan's key objectives is to promote digital tourism by digitising public and private services. This includes developing important technological projects, such as the Tourism Digital Hub (TDH). The TDH is a digital platform designed to network tourism data, services, and content, as well as supporting Italy's presence on the international stage. The plan emphasises the importance of providing innovative, secure digital services that protect privacy and IT security to improve the tourist experience and promote sustainable, personalised growth in the sector.

- **Quality and inclusion**

Increase in the quality and quantity of services offered in the tourism sector, acting for an improvement in infrastructure and mobility, which are aimed at increasing tourist attraction and promoting a greater diffusion of visitor flows and the valorisation of new territories, in key of sustainability and authenticity.

- **Training and professional tourism careers**

Enhancing the value of human capital involved in tourism is essential for the sustainable and resilient development of the sector. The diversity of jobs in the sector offers significant opportunities in social and economic terms: obstacles related to the unstable and seasonal nature of professions must be overcome, and the conditions of workers involved must be improved. The increasing stabilisation of tourism operators is a key objective in reducing the gap between labour supply and demand.

The Ministry of Tourism promotes training in tourism professions in order to raise the professional level of the sector and increase opportunities for entry and re-entry into the labour market. In order to expand the employment pool and raise the professional level in tourism, advanced training and specialisation courses, aimed at establishing the National Strategic Centre for Advanced Tourism Training, are the benchmark for excellence and innovation in the sector at national and international level.

Another objective of the Ministry of Tourism is the full implementation of the reform of the professional regulations governing tourist guides, which was initiated by Law No. 190 of 13 December 2023, No. 190, and the subsequent implementing regulation, adopted by Ministerial Decree No. 88 of 26 June 2024, through comprehensive regulation of the sector, has achieved the objective set by the National Recovery and Resilience Plan (NRRP), aiming to overcome the fragmentation of regional laws on the subject and introducing new and important measures to combat illegal practices.

- **Sustainability**

Expansion of the demand served, intercepting both new segments interested in a more authentic and sustainable way of enjoying destinations, and tourists looking for exclusivity, expressed in multiple tourist formulas.

2.1 DIGITAL SKILLS

Italy has achieved 45.8% basic digital skills coverage, compared to the EU average of 55.56%. According to the State of the *Digital Decade 2025: Keep building the EU's sovereignty and digital future*, the percentage of ICT specialists in employment has decreased from 4.1% in 2024 to 4% in 2025 comparing to the recent EU average of 5%. The share of female specialists in 2024 was 17.1%. Italy has made remarkable progress in digital infrastructure and digital public services but continues to face challenges in AI adoption and startup growth, while having a leading role in strategic technologies, such as quantum and semiconductors.

Italy's National Coalition for digital skills and jobs, part of 'Repubblica Digitale', (Repubblica Digitale, Digital Republic, is a national initiative that aims to reduce the digital divide and promote education on the technologies of the future, supporting the country's development process. The initiative is coordinated by the Department for Digital Transformation of the Presidency of the Council of Ministers) promotes digital skills, uniting over 180 organizations. The Italian Strategy for Digital Skills focuses on bridging digital divides, boosting e-skills in education, developing key competences, and increasing ICT specialists in emerging technologies. Goals by 2025 include equipping 70% of the population with basic digital skills, doubling advanced digital skills in various groups, and enhancing public digital service usage to 64%, including older citizens.

According to Italy - National Coalition for Digital Skills and Jobs (Repubblica Digitale) the Coalition builds on 'Repubblica Digitale', a multi-stakeholder initiative that promotes digital skills at all levels of the Italian economy and society. The initiative aims to identify and engage as many stakeholders as possible (e.g., businesses, public entities, NGOs etc.), creating a cultural change

based on improving the necessary competences to fully realise the benefits of digital transformation.

In 2023, the initiatives of the National Coalition for Digital Skills have trained more than 5.9 million students, nearly 1 million teachers, over 1,5 million citizens, and more than 250,000 workers from both the private and public sectors.

- **Punti Impresa Digitale (PID):** Chambers of Commerce facilities offering free seminars, webinars and training sessions to facilitate the digital transition.
- **Digital Republic Fund:** Funds projects, including training courses on AI and digital technology for businesses (e.g. “Elements of AI for business”).
- **MIMIT (Ministry of Enterprise and Made in Italy):** Has set up a €50 million fund (PN RIC 2021-2027) for the training of human capital in SMEs in the digital and green sectors.
- **AgID Academy:** Offers training courses on data, artificial intelligence, security and digital services.
- **Eccellenze in Digitali:** Chamber of Commerce project for business training.
- **Italia Digitale 2026 (PNRR):** Includes investments for the development of digital skills.

Italia Digitale 2026 is the most recent national strategy on digital skills. It was adopted by the Italian Government and it is embedded in Italy’s National Recovery and Resilience Plan (PNRR). This strategy aligns with the European Commission’s Digital Compass 2030 but aims to achieve its goals on a more accelerated timeline, leveraging the substantial financial resources provided by the PNRR.

The Italian National AI Strategy published in June 2022, was developed by Ministry of Enterprises and Made in Italy in cooperation with group of experts. The Strategy has been developed for a 3-year period from 2022 to 2024. The primary goal of the Strategy is to define a coherent and holistic framework of initiatives to support the development of a national AI ecosystem.

The National Strategy for Digital Skills aims to bridge the digital divide and enhance digital competencies by 2026. Key goals include increasing basic digital skills in 70% of the population, doubling advanced digital skills, and tripling ICT graduates. The strategy involves education, workforce training, and public sector transformation through a collaborative, multi-sectoral approach.

According to the data, the EU average for individuals aged 16 to 74 with at least basic digital skills is 55.6%, while Italy's score is 45.8%

2.2 GREEN SKILLS

According to LinkedIn Global Green Skills Report 2024 a significant gap exists, with forecasts suggesting that by 2030, about one in five jobs requiring green skills could go unfilled, and this could rise to one in two by 2050.

A mismatch between academic preparation and the skills demanded by the market means companies struggle to find qualified candidates.

The uptake of green infrastructure and related skills faces implementation hurdles, including institutional, regulatory, and financing frameworks, as well as a need for greater technical capacity.

According to the 4.Manager Federmanager (2023) *La figura del sustainability manager e la sfida delle competenze nell'era della rivoluzione green* Italy needs to create around 80,000 new green jobs by 2030, particularly in sectors like agriculture, forestry, and the circular economy.

According to Paparo Alexis (2023, February 28) *In azienda sempre più richiesto il manager per la sostenibilità*, Sole24Ore there is high and growing demand for sustainability-focused positions such as Sustainability Managers (+52%), Specialists (+43%), and Consultants (+34%).

Green skills are being delivered in Italy through targeted training programs, educational curriculum reform, and partnerships between industry and educational institutions, though a significant skills gap persists. Demand is high for sustainability-focused roles, particularly in cities like Milan, Rome, and Turin, while the country aims to fill approximately 4 million jobs requiring green skills between 2023 and 2026. Efforts include developing new methodologies for vocational training, such as the "Build Enriched Skills" (BESM) approach for the green building sector, and a focus on updating educational content and adopting more hands-on approaches.

Public-private collaboration: Public employment services are expected to provide career guidance and information on growing sectors and training paths to help citizens navigate the green transition.

Italy's Recovery and Resilience Plan (RRF) has specific investments focused on the green transition, including sustainable mobility, energy efficiency, and the circular economy, with funding directed to skill development in these areas.

2.3 SOCIAL SKILLS

Soft skills training is mostly managed by private training providers. They have structured ad hoc training courses to respond appropriately to employment opportunities.

The training provider's commitment concerns the most widespread personal skills among companies in the tourism sector together with respect and ethical conduct. Companies, in fact, place emphasis on the growth of the desire to train on the promotion of a positive working environment and more generally on change.

Training providers offer courses on the most requested social skills such as:

- Communication skills: they are fundamental for tourism to nurture relationships with the entire network of actors involved in the business and improve the ability

to speak foreign languages. it offers greater qualification for further opening up to foreign markets.

- Teamwork, time management or effectively managing your time, resilience or how to react to difficulties.
- Emotional intelligence or the management of emotions.
- Remote group management, creative problem solving or how to apply lateral thinking.
- Decision making or how to make effective decisions.
- Emotional agility or how to control your emotions diversity
- Inclusion or how to improve your intercultural competence
- The digital mindset or how to train the digital mindset.

Soft skills, unlike hard skills, are not immediately observable and measurable, as they determine the intrinsic characteristics of the person: talent, ability to interact, personality, problem-solving, aptitude for teamwork, the spirit of initiative, and so on.

3. FOCUS GROUP RESULTS

3.1 RESEARCH CHARACTERISTICS

This report, which is an updated version of the previous CSP, presents the results of a focus group.

Unlike the previous study, only one method of primary data collection was used, namely the focus group, which was the sole tool used to gather empirical evidence. It is based on the Sector Skills Intelligence Monitoring System (SSIM) published on the Next Tourism Generation website (<https://nexttourismgeneration.eu/sector-skills-intelligence-monitoring-system/>).

Federturismo chose an online focus group, held on September 2025, as its qualitative research method, involving guided discussions with a small group of participants to gather opinions and points of view on specific topics. The main purpose of a focus group is to explore attitudes, beliefs and motivations to gain an in-depth understanding of complex issues.

The research sample for the focus group consisted of 12 participants selected based on specific criteria relevant to the study.

Once defined the research objectives Federturismo developed a set of open-ended questions to stimulate discussion

Federturismo, through its moderator, prepared the participants by sending an email in which the questions to be answered were shared in advance:

- What will be the main challenges for tourism in the next 5–10 years?
- Which skills will be most in demand?
- Where are the biggest gaps observed?
- Which training methods are the most effective?

The moderator used the prepared questions but remains flexible to explore emerging topics of interest.

She guided the discussion, ensuring that all participants have an opportunity to share their views and selected a neutral location that is comfortable for participants.

Discussion has been recorded (with participant consent) to capture all insights. After the session, the recordings and notes have been transcribed and analyzed for themes and patterns.

Insights have been summarized to highlight key findings relevant to the research objectives.

3.1.1 Research characteristics of the focus group

In total, one focus group session was held. The participants were experts from the training sector who cover the training needs of various subsectors, including accommodation, visitor attractions, food & beverages, travel agencies, and tour operators, as well as one director of a destination management organization.

To provide valuable insights and enhance the richness of the discussion by including a diverse range of perspectives, Federturismo involved:

- ⇒ 2 representatives from Federturismo, the moderator and an auditor
- ⇒ 1 representative from IFOA a Training and Employment Agency born from the Chambers of Trade to offer growth paths, training, professionalization and employment programs.
- ⇒ 4 representatives from UNIONCAMERE (union of all Chambers of Commerce, Industry, Handicrafts, and Agriculture which are public bodies with functional autonomy).
- ⇒ 1 representative from Dintec - Consortium for Technological Innovation, that is an in-house agency of Unioncamere, the Chambers of Commerce, and ENEA.

- ⇒ 1 An Associate Professor, representative of Department of Civil and Industrial Engineering, University of Pisa
- ⇒ 1 Designer and Facilitator, Advisor at BEAM ME UP" society of EdTech field, offering innovative solutions for training, on-the-job training, and co-design aimed at workers and companies looking to rapidly grow in areas such as Digital Transformation, Sustainability, and Entrepreneurship."
- ⇒ 1 Director of Valdichiana Living and Wine Road of Nobile di Montepulciano and Project Manager at Rete Ex.val. Se (Experience Valdichiana Senese). Experienced Coordinator with a demonstrated history of working in the leisure, travel & tourism industry. Strong professional skilled in Event Planning, Strategic Planning, Tour Operators, Tourism Management, and Wine Tasting.
- ⇒ 1 Associate Professor of Economic Geography at the European University of Rome and currently holds the position of Type A researcher. She previously served as the coordinator of the Master's program in Management of Tourist Organizations at the European University of Rome."

To emphasise the importance, breadth and cross-cutting nature of the issues addressed in the Pantour project, the focus group discussion began with the presentation of a similar project, Eulap, funded by the European Union, under Erasmus+ by one of the participants.

A particularly innovative aspect of Eulap project is that the learning outcomes, especially those relating to artificial intelligence, have been included in the Italian skills framework, becoming recognized target competencies for workers.

3.1.2 Focus group results

The focus group emphasized the importance of offering a variety of educational pathways, and the collaboration between the public and private sectors in both creating and managing them.

The discussion highlighted the main challenges that the tourism sector will face over the next five to ten years, as well as the strong attention and engagement shown by the business community in keeping pace with ongoing developments. Among the key issues identified, the green transition emerged as one of the most significant. Participants noted the excessive fragmentation of sustainability certifications—around 300 in the tourism sector alone—which makes it difficult for companies to navigate existing systems and identify clear, practical pathways.

For this reason, the need for stronger support through public policies that can accompany businesses throughout the transition process was widely emphasized.

Technological change was also recognised as a major driver of transformation. Advances in artificial intelligence and augmented reality are reshaping the tourism experience, offering new possibilities to enhance customer interaction and personalise services. At the same time, these technologies raise questions regarding the skills required in the future workforce and the potential impact on employment. A balanced approach that combines technological innovation with the human dimension of tourism was therefore considered essential.

Another point of discussion was the evolution of customer behaviour. Tourists today increasingly seek authentic and personalised experiences, and there is growing attention to sustainability and the environmental impact of travel decisions. Participants also observed that visitors are becoming more aware and better prepared, shaping new expectations that the sector must be ready to meet.

The role of public policies in tourism is becoming increasingly central. The G7 tourism summit (held in Florence 2024, November 13-15) confirmed the sector's expanding global dimension and highlighted the need for stronger coordination between training policies and market needs.

In this context, the group reflected on the future of training approaches. A mix of methodologies -classroom-based learning, e-learning, and blended formats- was considered essential, while short pathways such as micro-credentials were seen as especially effective for continuous professional development. Case-based learning also proved highly valuable, offering practical tools grounded in real-world scenarios.

The use of virtual tools and modules featuring testimonials from successful practitioners was presented as a promising approach, particularly because learning from peers is considered more impactful than purely theoretical content. Participants also stressed the importance of integrating technical knowledge with reflections on how innovation affects work organisation. To fully support workers and companies, it will be essential to certify acquired competencies so that they can be formally recognised and valued in the labour market.

Collaboration emerged as another strategic area. Stronger partnerships between businesses, training bodies, and universities were deemed crucial, and Pathways for Transversal Competencies and Orientation (PCTO) were described as a genuine “win-win” opportunity for both tourism enterprises and students. Creating networks that allow teachers and professionals to exchange experiences and best practices was identified as an important step forward.

3.2 DIGITAL SKILLS

3.2.1 Introduction

Technological innovations will continue to impact tourism and change business models, jobs in tourism and tourist experiences. This section focuses on digital skills for the future. These are defined as skills related to working with computers, software, digital equipment, internet, online safety. This comprises not only Microsoft Office skills, skills for implementing online safety procedures or skills to adjust digital equipment such as Wi-Fi connectivity, sound systems and video equipment but also desktop publishing skills, computer programming skills, website development skills, social media skills, skills to monitor online reviews,

data analytics, business intelligence, big data skills, AI and robotic skills (ChatGPT, Dall-E) and skills related to applying digital hardware technologies such as AR and VR.

This section provides an overview of digital skills that the focus group participants rate as the most important in about five years' time.

Questions that have been discussed with participants were the following:

- Which digital skills are important in your company today?
- Which digital skills are currently lacking in your company?
- How important will these skills be around 2030? Which ones will be most important?
- Which other digital skills can you think of that will be vital for the future?
- Which changes do you anticipate will be necessary within your organisation regarding digital skills (2030)?
- Does your company provide training or education for these skills? If so: what kind of training; if not: why not?
- Do you use an external organisation to help train your staff in digital skills? If so: which ones and what kind of training do they provide?
- What would be the most effective training method in digital skill development for your employees.

3.2.2 Results from the focus group

The discussion moved into specifics, outlining the landscape of digital skills. The group discussed the impact of artificial intelligence on the tourism sector, highlighting how this technology is already transforming many aspects of work. He raised concerns about the possible impact on employment, emphasising the need for a balanced approach that integrates technology without losing the human dimension essential in tourism.

Some participants commented on how augmented reality is changing the way tourists choose destinations, offering the possibility to “see before” and personalise the experience, sometimes even unconsciously for the user. Someone

from academy sector highlighted a lack of digital skills in public administration, raising concerns about how advanced policies for the tourism sector can be developed without a solid understanding of the digital domain.

Moreover they shared experiences of training public administration on digital themes, finding significant gaps. He expressed concern about how advanced policies for the tourism sector can be developed without a solid understanding of the digital domain.

The moderator observed that digital, sustainable, and linguistic-intercultural competencies are closely correlated with each other in the tourism sector. She also mentioned how technology could influence some professions, citing the example of linguistic competencies that could be partially replaced by automatic translation tools.

The key points related to technological changes are summarized below:

- Artificial intelligence and augmented reality are transforming the tourism sector
- They offer new possibilities to improve customer experience and personalise the offering
- They pose challenges in terms of required skills and possible impact on employment
- The need for a balanced approach that integrates technology and the human dimension has emerged

3.3 ENVIROMENTAL/GREEN SKILLS

3.3.1 Introduction

In the secondary data section of this report, it was demonstrated that green skills comprise more than skills for reducing the impact of tourism on the environment (minimise the use and maximise the efficiency of energy and water consumption; manage waste, sewage, recycling, and composting; conservation of biodiversity; knowledge of climate change).

They also involve developing and promoting sustainable forms of transport and tourism in (rural) areas as an option to diversify local economies, create economic growth and decent jobs for local people (including women and youth) as well as conserve local natural and cultural heritage. On the other hand, managing and reducing the impact of overtourism is also a part of sustainable tourism.

The results of this section provide an overview of environmental management skills that the focus group participants rate as the most important in five years' time.

Questions that have been discussed with participants were the following:

- What would you consider green / environmental management skills?
- How important will these skills be around 2030? Which ones will be most important?
- Which green/environmental management skills are important in your organisation today?
- Do you expect any changes regarding the necessity of staff with green skills in your organisation between today and 2030? If so, which changes? If not, why not?
- What is your opinion on green certification/awards / eco-labels? Are you a member of one of these? Why? What are the benefits for you? If not, why not?
- Does your company provide training or education for these skills? If so: what kind of training; if not: why not?
- Do you use an external organisation to help train your staff in green/environmental management skills? If so: which one and what kind of training does it provide?

3.3.2 Results from the focus group

The growing importance of sustainable practices in tourism has been highlighted, with particular attention to the need to **integrate sustainability into all aspects of the tourism offering**. Participants discussed the existing gap

between awareness of the importance of sustainability and the ability to implement concrete practices.

Territorial marketing experts highlighted how the **green transition** represents a **significant challenge**, emphasizing the difficulty companies face in navigating between the approximately 300 existing certifications in the tourism sector. A participant expressed concern about the **gap between awareness of the need for transition and the ability to identify concrete projects**, emphasizing the importance of public policies that support companies in this process.

Representative of the world of education added that public policies will be decisive for the future of tourism, highlighting how the G7 tourism summit has confirmed the increasingly global vision of the sector. They emphasized that the impacts of political decisions on tourism will be increasingly broad and relevant. To have an in-depth and constantly updated picture of the green skills required, it is necessary to consider the evolution of customer behavior, which is becoming increasingly aware and demanding.

- Tourists are increasingly seeking authentic and personalised experiences
- Attention towards sustainability and the environmental impact of travel choices is growing
- Greater awareness and preparation by visitors are observed It emerged how tourists are increasingly seeking authentic and personalised experiences, with growing attention towards sustainability

Participants noted greater awareness and preparation by visitors, who arrive with higher and more specific expectations.

Public institutions are not exempt from these changes, and collaboration between the public and private sectors has become indispensable.

- The growing role of public policies in the tourism sector has been emphasised

- The G7 tourism summit has confirmed the increasingly global vision of the sector
- Greater coordination between training policies and market needs is necessary

3.4 SOCIAL-CULTURAL SKILLS

3.4.1 Introduction

Social/cultural skills can be divided into personal skills, communication/cultural skills, and diversity skills. These skills are related to behavioural and practical attitudinal competencies in teamwork, interpersonal communication, cross-cultural understanding, and customer service orientation. Particularly related to working in the tourism sector are competences towards managing personal relationships, understanding the needs and feelings of others, cooperating with others, showing a positive attitude, showing respect, making appropriate contact and active listening.

Furthermore, social/cultural skills deal with competencies that promote social progress which recognizes the needs of everyone; accessible tourism provision for those with disabilities; gender equality. These skills are expected to be of major importance for the tourism sector, to match the needs of a “high tech” society with “the human touch” needed in personal and human interactions in the tourism sector.

This section provides an overview of the social/cultural skills (i.e., personal-, communication/cultural-, and diversity skills) that the focus group participants rate as the most important in five years' time.

Questions that have been discussed with participants were the following:

- What do you consider the most relevant and important social and cultural skills for people working in the tourism sector?
- How important will these skills be around 2030? Which ones will be most important?

- Can you think of more or other social/cultural skills that might be important around 2030?
- What changes do you expect for your organisation with regard to necessary social/cultural skills in the future (2030) compared to today?
- Does your company provide training or education for these social/cultural skills? If so: which ones; if not: why not?
- Do you use an external organisation to help train your staff in social/cultural skills? If so, which ones and what kind of training do they provide?
- What would be the most effective training method in social/cultural skill development for employees?

3.4.2 Results from the focus group

The discussion addressed social/cultural skills and the participants emphasised the importance of adopting a systemic and awareness-raising approach, going beyond specific technical competencies. He highlighted how the ability to adapt to rapid changes in the sector and problem-solving competencies are fundamental for addressing future challenges.

Regarding language and intercultural skills, the following key points emerged:

- Remain essential despite the advent of automatic translation technologies
- Intercultural understanding goes beyond simple linguistic translation
- Ability to offer a culturally relevant and authentic experience

3.5 Conclusions

During the concluding part of the focus group, suggestions emerged regarding training approaches and how collaborations between both public and private institutions are strategic for achieving these objectives.

The focus group on the Sectoral Skills Intelligence Monitor has highlighted a series of significant challenges and opportunities for the Italian tourism sector in

the coming years, emphasising the need for an integrated and systemic approach to address the ongoing transformation.

The green transition and technological changes emerge as the main challenges that the sector will have to face. On one hand, the excessive fragmentation of sustainability certifications (approximately 300 in the tourism sector) creates confusion amongst businesses and requires an effective guidance system. On the other hand, the adoption of artificial intelligence and augmented reality is rapidly transforming the sector, offering new possibilities but also raising questions about employment impact and required competencies.

The framework of competencies necessary for the future of tourism presents itself as articulated and multidimensional. Digital, green, and linguistic-intercultural competencies cannot be considered separately, but must be integrated into a holistic approach to training. The need to bridge the gap between awareness of the importance of these competencies and the ability to implement them concretely in business practices has emerged strongly.

Regarding training, the focus group highlighted the effectiveness of a mix of training modalities that combine classroom learning, e-learning, and blended approaches. Short pathways (micro-credentials) are particularly suitable for continuous updating in a rapidly evolving sector like tourism. Learning based on concrete cases and the use of “virtual tools” with success testimonials represent innovative approaches that deserve to be further developed.

Collaborations between businesses, training bodies, and universities emerge as a key element for the future of the sector. In particular, Pathways for Transversal Competencies and Orientation (PCTO) represent a “win-win” opportunity for small and medium tourism enterprises and for students. The creation of networks between teachers and professionals for the exchange of experiences and best practices can contribute significantly to the spread of innovation in the sector.

The role of public policies has been emphasised as decisive for the future of tourism. The G7 tourism summit has confirmed the increasingly global vision of the sector, and the impacts of political decisions will be increasingly broad and relevant. Greater coordination between training policies and market needs is necessary, as well as concrete support for businesses in the green and digital transition.

In summary, the focus group highlighted the need for an integrated approach that combines:

1. Development of digital, green, and intercultural competencies in a synergistic manner
2. Flexible, practical training based on concrete cases
3. Structured collaborations between the educational system and businesses
4. Coordinated public policies supporting the transition
5. Certification and recognition of acquired competencies

SKILLS SYNTHESIS

a skilled workforce is essential for the sustainable growth competitiveness of the tourism sector




The findings presented in this report serve as a roadmap for policymakers, educators, and industry stakeholders to collaborate effectively in shaping the future of tourism workforce development.

In essence, the PANTOUR Country Skills Profile Reports serve as a call to action, urging stakeholders to prioritize skill enhancement initiatives and embrace innovative practices to ensure the continued success and resilience of the tourism industry in the years to come.

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